

SECRET

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OFFICE OF PERSONNEL HISTORY

FUND DRIVES

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SECRET

The Central Intelligence Agency has participated in fund drives to help support charitable, health, educational and cultural organizations since its inception in 1947. (Attachment 1 is a listing of organizations or activities to which Agency employees have contributed from 1950 to the present. Attachment 2 shows a breakdown of the organizations who are members of the major campaigns.)

Fund raising in the Agency during the early days was plagued somewhat by the problem of limiting the number of fund drives and at the same time giving all possible support to local, national and international organizations which were sponsoring worthwhile "humanitarian" programs.

Prior to 1955, such drives were, of necessity, conducted in a low-key manner, despite which results evidenced the compassionate feelings that Agency employees have always held for their fellow men in need of assistance, regardless of cause.

During this period of the forties and the early fifties an ever increasing number of requests were received from organizations for solicitation of funds from government employees to the extent that CIA and other government agencies were faced with the staggering administrative problem of conducting these drives. At the same time government employees began

to resent these constant "collection campaigns". For example, during 1954 CIA employees were asked to contributed to eleven (11) charities, and increase of 37 1/2% since 1950.

In 1948 the Federal Personnel Council issued a suggested policy which could be followed by government agencies in conducting fund-raising campaigns. The policy provided for two organized drives, the Community Chest and the Red Cross. For other worthy causes, literature distribution and collection boxes were recommended when agency heads so desired. During 1952 a combined campaign aiding five organizations was carried on throughout the Agency together with fund drives for the Community Chest and the American Red Cross. In December 1952 CIA limited fund raising drives to the Community Chest and the Red Cross. Participation in other drives was confined to the distribution of office notices announcing the campaigns and dissemination of literature and posters provided by the benefiting organizations, and collection of funds.

Prior to 1955 fund raising drives were organized and conducted by the Personnel Relations Office, Office of Personnel, using appointed keymen in the various components of the Agency to solicit and collect contributions.

In 1953, the eighteen largest cities in the U.S.A. sponsored

"United Givers" and as a result of this "one shot" approach exceeded the amount raised in the total of all drives for 1952, by 39%. The increased collections ranged from 2 percent to 112 percent. None of these 18 cities raised less than in the previous year. On 15 June 1953 a "Work Group on Fund Raising for Charitable Purposes", from the Federal Personnel Council, United States Civil Service Commission, recommended that the Federal Government promote a community-wide united fund campaign in the Metropolitan Washington area with emphasis on the adoption of a voluntary payroll system. The Work Group felt that the U. S. Government should take the leadership in this respect.

As a result of the ever-increasing problems just mentioned and this Federal Personnel Council recommendation for a united campaign, CIA began studying the matter with a view to offsetting growing employee discontent and at the same time easing the burden of administering the numerous drives.

After the completion of several staff studies, on 25 May 1955, Harrison G. Reynolds, Director of Personnel, recommended to the Director, Central Intelligence, Allen W. Dulles, the establishment of a Consolidated Charities Committee, with responsibilities as follows:

1. An organization shall be established within CIA to be known as the Consolidated Charities Committee. The Committee shall be composed of the Director of Central Intelligence or his designee, the Deputy Director (Support) or his designee, the Deputy Director (Intelligence) or his designee. The Director of Personnel or his designee shall act as chairman. The chairman shall not vote except to break a tie.
2. The committee shall be responsible for the appointment of an auditor and a treasurer, for the selection of those charities considered to be of sufficient national and/or local worth to be included in the campaign, for the establishment of the campaign goal and for the appointment of the undesignated funds based on the contributions of past years or on current community needs."

This recommendation, for one fund drive to be conducted annually in this Agency, was concurred in by Charles Hulin, for the Deputy Director (Plans) Frank Wisner on 23 June 1955, by Robert Amory Jr., Deputy Director (Intelligence) on 27 June 1955, and by Col. Lawrence K. White, Deputy Director (Support) on 23 July 1955. After a discussion of the proposal at a Deputy Directors meeting on Monday, 25 July 1955, the Director, Mr. Dulles, approved, and requested that the action outlined

be implemented without delay. The first Consolidated Charities

Committee was appointed as follows: Chairman: Harrison G. Reynolds

(D/Pers), 25X1A (DDI), 25X1A (DDS),
25X1A (DDP), and 25X1A (DCI). Since that time
many senior employees have served on this committee. (See Att. 3
for list of committees).

This committee determined that a format for future drives should be established. A Secretary and Treasurer was to be chosen from employees of the Employees Services Branch (ESB) with another to serve as the Coordinator of the Campaign. The initial drive was to be conducted from 1 September through 30 September, with an announcement to that effect to be released as an All Employee Bulletin (memo) from the Director. Vice Chairmen and keymen to actually conduct the solicitation and collect funds, were to be appointed by office heads. A kick-off meeting was to be scheduled prior to the drive to serve as an instructional and inspirational meeting at which pledge cards, literature and report sheets would be explained and distributed.

25X1A



25X1A

[REDACTED] Agreement was reached on the awarding of suitable trophies and certificates to officers meeting their goal, as well as for 100% participation. A bookkeeping system was to be established with the assistance of the Technical Accounting Service, Office of the Comptroller. Finally, a system of suggested givers' guidelines was to be used, based on salary received. (In the initial drive, scales ranged from \$1.00 per grade GS-01 through GS-13, and \$2.00 per grade for GS-14 and above, with the estimated amount to be realized, being \$100,000 against a goal of \$70,000.) After all transactions of the drive had been completed an audit was to be scheduled. This represented the beginning method for conducting a Consolidated Fund Drive and, with some modifications, has been followed ever since.

When the President of the United States established a uniform fund-raising policy for the Federal Government in August 1956, the Agency modified its approved single drive plan to accommodate the change. The new policy provided for two fund drives in government agencies -- the Spring Federal Service Campaign supporting National Health Agencies and the Federal Service Joint Crusade, and the Fall Federal Service Campaign supporting the United Givers Fund. In 1956 the Agency combined the solicitation of funds for the Public Service Aid Society (PSAS) with the Fall Federal Service Campaign. This dual collection was effective

until 1964. During the years 1957 - 1960 Gordon Stewart, Director of Personnel, served as a member of the UGF Board of Directors.

From the beginning of the organized drives, the work of preparation, collecting and reporting has been done by a very small force. In August 1963, Emmett D. Echols, Director of Personnel, designated a member of his staff as a full-time, permanent Fund Drive Coordinator - 25X1A

This officer, under the supervision of the Chief, Benefits and Services Division, Office of Personnel, was to be responsible for handling matters pertaining to fund drives in the Agency as directed by the Consolidated Charities Committee. In addition he asked the Comptroller to provide two employees, experienced in accounting, to establish and maintain a bookkeeping and fund-controlling system. Since then, the Fund Drive Coordinator, assisted by one permanent clerk, has conducted our fund drives. Working in a "loaned" space, not always the most desirable and best located for efficiency and convenience, the FDC has had the assistance of clerical personnel detailed from the pool, who received and counted collections, and an accounting and bookkeeping assistant, detailed from Finance. The number of pool employees has now reached 12 - 14. It is indeed a tribute to the dedication and super-human efforts on the part of all members of this FDC team that over the years, audit reports have

been of a complimentary nature.

In 1964 the annual single drive concept which the Agency had tried to achieve was adopted by the Federal Government. It was therefore decided that government agencies (in certain selected cities) would conduct on an experimental basis a Combined Federal Campaign (CFC) in support of the United Givers Fund, the National Health Agencies, and the International Service Agencies. Provisions were made to allow Federal employees to use payroll withholding for payment of their voluntary pledges to organizations participating in CFC. In CIA, solicitations for PSAS and the Educational Aid Fund (EAF) were sought currently with those for external organizations. This policy has been followed since 1964.

A number of independent drives have been conducted on a continuing basis, such as the Metropolitan Police Boys Club. One-time efforts worthy of mention have been the Northeast Flood Relief Drive of early 1954 (\$3,886.98); the Hungarian Relief Effort of 1957 and the National Cultural Center in 1962 (figures are not available for these); the Chilean Relief Fund Drive in June and July 1960 (\$6,393.25); and the John F. Kennedy Library Fund in July 1964 (\$7,070.00). In response to an urgent appeal for funds from the Red Cross in September 1969 to aid those stricken in the southwest by Hurricane Camille, a total collection of \$8,844.90 was realized, a high point in spontaneous willingness to help in the relief of human suffering.

Attached is a statement of the total amounts, with other significant information, of Agency contributions from 1957 through 1970 (attachment 4).

ATT. 1

Listed below are some of the organizations to which CIA employees contributed during Agency fund drives from 1950 to 1967, as a part of Community Chest, United Givers Fund, Combined Federal Charities or on an individual basis.

American Cancer Society
American Heart Association
American Korean Foundation
American Red Cross
Arthritis and Rheumatism Foundation
Care Food Crusade
Chilean Relief Drive
Community Chest Foundation
Crusade for Freedom in Support of Radio Free Europe
Educational Aid Fund (Agency-sponsored)
Hungarian Relief Campaign
Hurricane Disasters
John Fitzgerald Kennedy Library
Junior Police and Citizens Corps
Kennedy Gallery of Performing Arts
March of Dimes
Metropolitan Police Boys Club
Mid-West Flood Relief
Muscular Dystrophy Association of America, Inc.
National Cultural Center
National Cystic Fibrosis Research Foundation
National Multiple Sclerosis Society
National Society for Crippled Children and Adults
National Symphony Orchestra
National Tuberculosis Association
Navy Relief Society
Project Hope
Public Service Aid Society (Agency-sponsored)
United Cerebral Palsy Association
United Givers Fund
Washington Heart Association
Washington Home for Foundlings

Attachment 2

UNITED GIVERS FUND PARTICIPANTS - 1970

American National Red Cross
 Alexandria Chapter
 Arlington County Chapter
 District of Columbia Chapter
 Fairfax County Chapter
 Montgomery County Chapter
 Prince George's County Chapter
 Prince William County Chapter
Arthritis and Rheumatism Assn. of Metropolitan Washington
Barney Neighborhood House
Big Brothers of the National Capital Area
Boy Scouts of America, National Capital Area
 Alexandria
 Arlington
 District of Columbia
 Fairfax County and Falls Church
 Montgomery county
 Prince George's County
 Prince William County
Boys' Club of Alexandria
Boys' Clubs of Greater Washington
 Northern Virginia (McLean and Falls Church)
 District of Columbia (Eastern and Jelleff)
 Montgomery County, Silver Spring
 Prince William County, Woodbridge
Bureau of Rehabilitation of the National Capital Area
Camp Fire Girls, Potomac Area Council
 Arlington
 Alexandria
 District of Columbia
 Fairfax County and Falls Church
 Montgomery County
 Prince George's County
 Prince William County
Catholic Charities of the Archdiocese of Washington
 District of Columbia
 Montgomery County
 Prince George's County
Catholic Family and Children's Service of Catholic Charities of No. Va.
 Alexandria
 Arlington
 Fairfax County and Falls Church
 Prince William County

Cerebral Palsy Association of Montgomery County
Christ Child Institute for Children
Christ Child Settlement House
Columbia Heights Boys' Club
Community Health Center, Alexandria
Community Psychiatric Clinic, Montgomery County
Council of Churches of Greater Washington - Community Planning
and Organization
Council on Social Work Education
Davis Memorial Goodwill Industries
D. C. Citizens for Better Public Education
District of Columbia Institute of Mental Hygiene
Episcopal Center for Children
Family and Child Services of Washington, D. C.
Family Service of Montgomery County
Family Service, Northern Virginia
 Alexandria
 Arlington
 Fairfax County and Falls Church
 Prince William County
Family Service of Prince George's County
Fides Neighborhood House
Florence Crittenton Home and Hospital
Frederick Douglass United Community Center
Friendship House
Georgetown Children's House
Girl Scouts Council of the Nation's Capital
 Alexandria
 Arlington
 District of Columbia
 Fairfax County and Falls Church
 Montgomery County
 Prince George's County
 Prince William County
Health and Welfare Council of the National Capital Area
 Alexandria
 Arlington
 District of Columbia
 Fairfax and Falls Church
 Montgomery County
 Prince George's County

Health Fund, Montgomery County
Hebrew Home of Greater Washington
Hillcrest Children's Center
Homemaker Service of the National Capital Area
Arlington
District of Columbia
Hopkins House Association, Alexandria
Hospital Council of the National Capital Area
Alexandria
Arlington
District of Columbia
Fairfax County and Falls Church
Montgomery
Prince George's
Hospital for Sick Children
Hospitalization Fund, Arlington County
Hospitality House
International Social Services, American Branch
Ionia R. Whipper Home
Jewish Community Center of Greater Washington
Jewish Social Service Agency
Junior Citizens Corps
Langley Park Boys' Club
Legal Aid Society of the District of Columbia
Lutheran Social Services of the National Capital Area
Melwood Agricultural Training Center
Mental Health Association, Alexandria
Mental Health Association, District of Columbia
Mental Health Association, Montgomery County
Mental Health Association, Northern Virginia
Mental Health Association, Prince George's County
Mental Health Association, Prince William County
Metropolitan Washington Planning and Housing Association
Montgomery Workshop for the Handicapped
National Assembly for Social Policy and Development
National Children's Center
National Council on Crime and Delinquency
Northwest Settlement House
Prevention of Blindness Society of Metropolitan Washington
Prince George's Occupational Training Center and Workshop
Retarded Children, Eastern Prince William County Assn.
Retarded Children, Help for, District of Columbia
Retarded Children, Manassas Assn., and Didlake School

Retarded Children, Montgomery County Assn.
Retarded Children, Northern Virginia Assn.
Retarded Children, Prince George's County Assn.
Saint Ann's Infant and Maternity Home
Salvation Army, National Capital Area Division
 Alexandria
 Arlington
 District of Columbia
 Fairfax and Falls Church
 Prince George's County
 Prince William County
Shoe and Rubber Fund, D. C. Congress of Parents and Teachers
Social Hygiene Society of Metropolitan Washington
Southeast Neighborhood House
Southwest Community House Association
Summer Outings Committee of Family and Child Services of Washington, D. C.
Travelers Aid Society
United Service Organizations (USO), National Capital
Visiting Nurse Assn. of Northern Virginia
Visiting Nurse Assn. of Washington, D. C.
 District of Columbia
 Montgomery County
 Prince George's County
Washington Area Council on Alcoholism and Drug Abuse
Washington Hearing Society
Washington Urban League
 Alexandria
 District of Columbia
Woodley House
Young Men's Christian Assn. of Metropolitan Washington
 Alexandria Branch
 Arlington County Branch
 Bethesda-Chevy Chase Branch
 Central Branch (D. C.)
 Eastern Extension (D. C.)
 Fairfax County and Falls Church Branch
 Prince George's County Branch
 Rockville Branch
 Silver Spring Branch
 Twelfth Street Branch (D. C.)
 Veterans Memorial Branch, Arlington

Young Women's Christian Assn. of the National Capital Area
Alexandria Branch
District of Columbia Branch
Fairfax Branch
Montgomery County Branch
Phyllis Wheatley Branch (D. C.)

NATIONAL HEALTH AGENCIES - 1970

Muscular Dystrophy Assn. of America
National Cystic Fibrosis Research Foundation
National Foundation - March of Dimes
National Kidney Foundation
National Easter Seal Society for Crippled Children & Adults
National Multiple Sclerosis Society
United Cerebral Palsy Associations
American Cancer Society
American Heart Association

INTERNATIONAL SERVICE AGENCIES - 1970

CARE
HOPE
American-Korean Foundation
Planned Parenthood - World Population

ATT. 3

CONSOLIDATED CHARITIES COMMITTEES
(Some of the groups who have served
for varying lengths of time)

1955

Harrison G. Reynolds

Chairman

25X1A



DDI

DDS

DDP

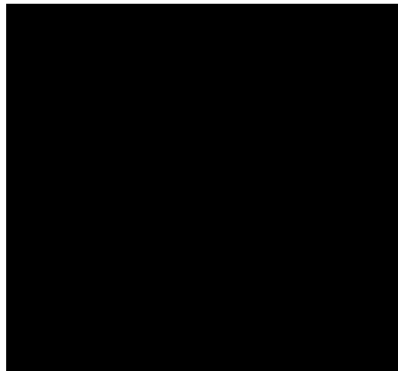
DCI

1958

Gordon Stewart

Chairman

25X1A



DCI

DDI

DDS

DDP

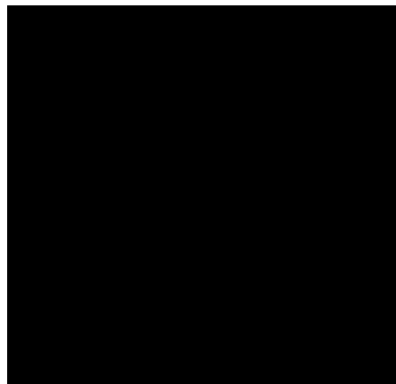
DDS/OP

1959

Gordon Stewart

Chairman

25X1A



DCI

DDI

DDS

DDP

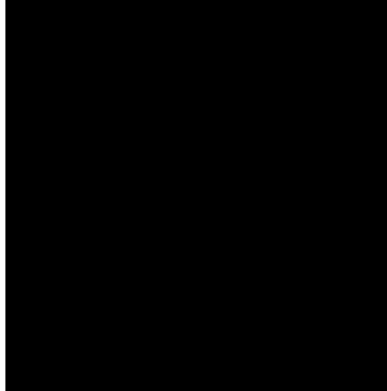
DDS/OP

1960

Emmett D. Echols

Chairman

25X1A



DCI

DDI

DDP

DDS

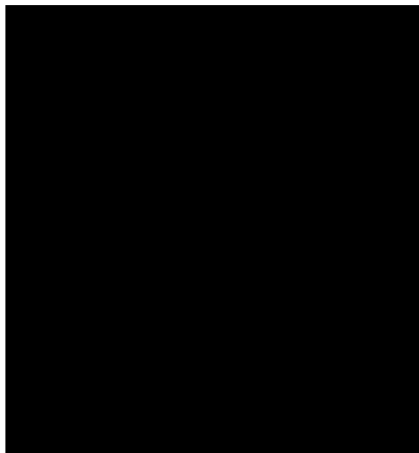
DDS/OP

1962

Emmett D. Echols

Chairman

25X1A



DCI

DDI

DDS

DDP

DDR

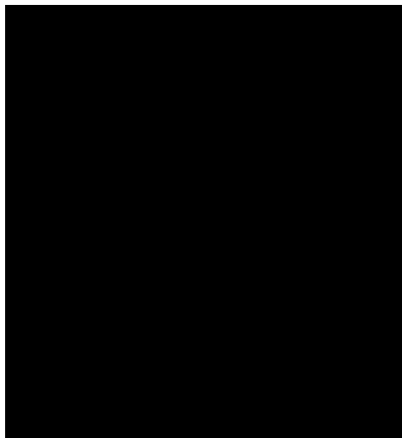
DDS/OP

1969

Robert S. Wattles

Chairman

25X1A



O/DCI

DDI

DDS

DDP

DDS&T

DDS/OP

1970

Robert S. Wattles

Chairman

DCI

DDI

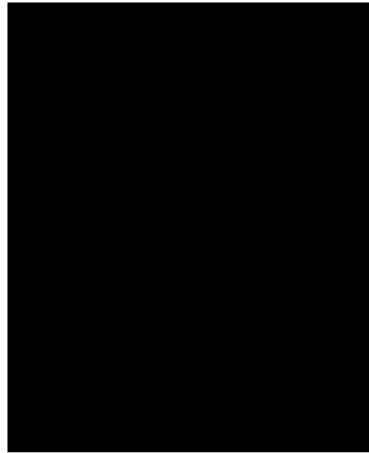
DDS

DDP

DDS&T

DDS/OP

25X1A



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